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Chief, Language and Area School

8 January 1960

ATTN : [REDACTED]

Chief, Plans and Policy/OTR

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Critique of An Introduction to  
Overseas Effectiveness

1. At the request of [REDACTED] herewith is my detailed, but somewhat hasty, critique of the Introduction to Overseas Effectiveness course given from 7-18 December 1959 by the LAS. Please refer also to my memorandum to the Acting Director of Training, dated 21 December 1959, subject: Training for Overseas Effectiveness, in which I made recommendations with respect to further OTR training courses in the subject.

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2. General Comment. Generally speaking, I found the course to be very stimulating and, in my opinion, potentially to have a broader application than solely to preparation for overseas service. Although changes had to be made in the schedule while the course was in progress, in general the course was well-organized and well-conceived. Although it was designed for students having little or no overseas background it was well-received by a quite senior group of students having a very considerable range of overseas experience. There is no doubt in my mind but what the course as presented achieved its stated objectives.

3. Specific Comments.

a. Course procedure: Insofar as student work is concerned, it is recommended that preparation of personal autobiography and the (proposed) presentation of a personal or individual plan for application of the principles of overseas effectiveness be deleted.

b. Pre-course reading: The required reading assignment to be accomplished before beginning the course was good; of particular value was Working Abroad, Report No. 41, formulated by the committee on international relations of the Group for the Advancement of Psychiatry. The class also suggested a glossary of terms commonly used by students of the behavioral sciences. (Quite a lot of time had to be spent by the guest speakers in defining their jargon.)

Reference Bibliography: This list is an excellent adjunct to the course; however, little or no time was available during the course to read any of this material since all of our spare time was taken up with research involved in our group case assignments. (Not a complaint, just a statement of fact!)

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m. "China Nights" film: very interesting, but the analysis came too late. Recommend delete.

n. Wives panel: very well done, but much too long since it was highly repetitious. It might better follow the panel on personal factors, which could be extended by adding the Security Officer to that panel [REDACTED].

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o. Non-Agency panel: Very good. [REDACTED] was outstanding. [REDACTED] was "O. K." but I strongly believe we would have profited more from having a real "businessman" on the panel, rather than another university professor. How about a man from Socony-Vacuum, etc.?

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p. Personal factors panel: an excellent panel, might well be augmented by the Security Officer. A written handout might well be prepared which would summarize the CIA regulations, instructions, procedures, training and orientation courses, etc, pertinent to the problem.

q. Operational factors panel: panel members should be more directly concerned or experienced in overseas operations.

r. Class assignments: good; however, at least one of these should involve an FI or [REDACTED] operational situation, if possible.

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s. The "Wind-up", or conclusion: as done [REDACTED] excellent. We could ~~well~~ have heard more from [REDACTED] the course.

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4. Remarks. I think it would serve us well at some point during the course, possibly during the personal factors panel, to discuss briefly the other area (AAO, Basic Country Survey—USSR) and language training available, as well as the library facilities, for persons wishing to prepare themselves for specific area assignments. I feel also that all CIA professionals should be oriented toward overseas problems and situations. Our language development programs and area training capabilities must be adaptable to developing area expertise of a high order, on the part of both operators and analysts.

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